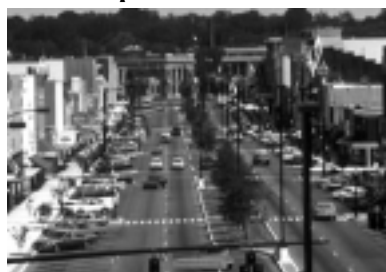




Regional Priorities

October 1999
Department of Community Affairs
Summary of Regional Development Priorities



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Regional Priorities



Regional Advisory Council ECONOMIC DEVELOPMENT STRATEGIES

Regional Development Center COMPREHENSIVE PLAN AGENDAS

Background

During the 1998 legislative session, the General Assembly created one set of common service delivery regions for all state agencies. In that same year, 11 regional development offices outside the Atlanta metropolitan area, and 12 Regional Advisory Councils, including a council for the Atlanta metropolitan area, were established to serve local governments, business, and development organizations throughout the State.

The **regional development offices** house staff from the Department of Community Affairs (DCA) and the Department of Industry, Trade and Tourism (DITT). These staff, together with other state and federal agency partners, work to improve the quality of life and economic growth of the regions. Staff deliver hands-on assistance in a number of areas including business retention and expansion, housing, downtown development, tourism, trade assistance, development financing, and local government operations. Additional services are provided as needed and as directed by the agencies and the Regional Advisory Councils.

The 21-member state-appointed **Regional Advisory Councils** (RACs) advise the Boards of DCA and DITT and are composed of public and private sector leaders. At the request of DITT, the Regional Advisory Councils developed economic development strategies to reflect regional priorities for 1) the attraction of new business, 2) the support of existing industry, and 3) the growth of entrepreneurship. These strategies will assist DITT, and other state agencies, in identifying specific projects and activities which are important to the economic growth of the region.

In the coming year, the Regional Advisory Councils will assist the two Departments and the State Rural Development Council in 1) developing meaningful incentives for business to expand and locate in rural Georgia, 2) building and enhancing stable neighborhoods and downtowns for the rural workforce, 3) implementing the key components of the economic development strategies, and 4) other areas of importance to the Regional Advisory Councils.

The eleven regional development offices, together with the Regional Advisory Councils, represent a significant shift in the State's development policy toward a commitment to equitable and reliable regional service delivery and a coalescence of state and local interests and resources at the regional level.

The 11 regional development offices and Regional Advisory Councils co-exist with 16 **Regional Development Centers** (RDCs) which are governed by Boards made up primarily of local elected officials and which perform a wide variety of services in the areas of planning, grant administration, job training, aging services, and loan servicing for federal agencies.

Formation of Georgia's RDCs began in 1957 with the Georgia Planning and Zoning Enabling Act's authorization of multi-county planning and development agencies. In the early 1960s, a network of Area Planning and Development Commissions (APDCs) were created to provide individual and shared services to local governments and to tap into the Great Society programs of the 1960s for rural communities.

The Georgia Planning Act of 1989 abolished APDCs and replaced them with RDCs having identical boundaries. While the 1989 Act authorized RDCs to continue administering federal and state grant and planning programs, it specifically provided for RDCs to:

“develop, promote and assist in establishing coordinated and comprehensive planning in the state, to assist local governments to participate in an orderly process for coordinated and comprehensive planning, to assist local governments to prepare and implement comprehensive plans which will develop and promote the essential public interests of the state and its citizens, and to prepare and implement comprehensive regional plans which will develop and promote the essential public interests of the state and its citizens” (O.C.G.A. 50-8-30)

The General Assembly annually appropriates funds to DCA for regional planning and development initiatives. DCA enters into contractual agreements with the RDCs to assist in the creation of regional comprehensive plans, Geographic Information Systems (GIS) data, and implementation of other planning initiatives. The RDCs derive additional funding from other state agency contracts, federal grants, local service contracts, and member government dues assessments.

As evidenced in the following pages, not every RDC has completed a regional agenda. Upon completion of regional planning, summary documents will be updated to reflect all of the RDC regional agendas. The RAC Strategy and RDC Regional Agenda for Region Three, the Atlanta metropolitan area, will be presented as a separate document.

The summaries which follow represent regional economic development priorities as identified by the RACs during the past year and the regional agendas, or work programs, as developed by the RDCs over the past several years, in accordance with the Georgia Planning Act. The complete RAC strategies and RDC regional comprehensive plans contain specific action items and implementation strategies, and in some cases, target area goals and objectives, which are not contained in the summaries provided here.

The RDCs' work represents a prioritization of needs, issues and policies derived from local plans, public meetings, and numerous data sources in the areas of population and demographic change, economic development, land use, historic and natural resources, public facilities, housing, and human services. While the RAC strategies have a more narrow focus, specifically aimed at promoting economic development, many similarities exist between the RAC strategies and the comprehensive plans compiled by the RDCs.

These planning efforts will provide a regional perspective to help guide the State's development strategy. To date, the State has not engaged local governments, or RDCs, in the formulation of specific development policies and priorities which reflect statewide goals. As such, the regional development priorities summarized here do not represent a deliberate coalescence of state and local interests as contemplated by the Georgia Planning Act. However, with the completion of regional planning and the appointment of the Governor's Development Council, the State stands on the threshold of implementing a statewide vision for growth and development which reflects not only the local and regional goals and priorities outlined in the following pages, but also the State's objectives in preserving our environment, enhancing our quality of life, and providing economic opportunity for all citizens.



region one development priorities

State Regional Advisory Council Economic Development Strategy

Goal of the Regional Advisory Council Planning Process

To identify the economic development priorities for the region in order to a) attract new business, b) support existing industry, and c) encourage entrepreneurship

Workforce Development

Promote and support technical education as a post secondary opportunity

- Educate legislators to current workforce challenges, future requirements, and funding needs
- Improve image of technical education and career opportunities

Improve K-12 workforce preparation

- Increase awareness of educators regarding future jobs and opportunities in technical education
- Provide every student with the basic skills needed to be productive
- Emphasize the importance of technical careers and educational preparation to students

Create a community and family culture that values and supports an educated and productive workforce

- Increase parental awareness of university/technical education and career opportunities
- Promote good work ethics and enhance special programs for “at risk” youth and dropouts

Growth Management

Review techniques, best practices, and future regional land use needs

- Review current land use planning and assess applicability of growth management techniques and best practices to the region; analyze land use challenges facing the region
- Explore all options and approaches to facilitate regional growth management

Develop and adopt regional planning policies to guide land use

- Work with stakeholders to develop and implement a regional growth management and land use strategy
- Request RDCs to review activities of constituent local governments for consistency with regional growth management strategies
- Gain consensus as to appropriate incentives to encourage conformance to regional strategy

Enhance public awareness of growth management issues

- Hold regional public forums to discuss, disseminate, and educate the public about the dimension of issues and challenges of growth management
- Communicate the consequences for inaction or decisions inconsistent with the regional growth management plan
- Identify resources for families, communities, elected officials, and other groups to become involved in advocacy for implementation of the growth management plan on a grass roots level

Infrastructure

Improve and increase responsible delivery of utility services

- Develop regional water use plan and watershed assessment, initiate regional telecommunications forum to increase access and advanced infrastructure, develop regional solid waste plan to include exploration of advanced reduction and disposal technologies and facilities

Improve regional transportation systems

- Develop and implement a planning model to improve efficiency of existing surface transportation
- Develop a regional plan for increasing access to intermodal transportation

Develop and implement a regional jail/detention center concept utilizing undeveloped land and is technologically equipped to reduce need to transport prisoners to and from court facilities

Coosa Valley Regional Development Center / North Georgia Regional Development Center Joint Regional Agenda

Goal of the Regional Development Center Comprehensive Planning Process

Regional planning provides an opportunity to identify problems and opportunities that are evident from a regional perspective and to focus on issues that are beyond the abilities of individual local governments to address. The completed regional plans should be used to coordinate the activities of the regional development center, local governments, public agencies, and other parties in the region in furtherance of mutually agreed upon regional goals and objectives. The regional plan will also be used to evaluate local comprehensive plans, local implementation activities, and developments of regional impact for consistency with the agenda for the region.

Economic Development, Land Use, Public Facilities, Infrastructure, Natural and Historic Resources

- Develop regionally significant, infrastructure-ready industrial and commercial sites
- Improve transportation network and coordinate with land use planning and practices
- Provide urban services necessary to sustain density and distribution of growth
- Maintain surface and groundwater quality and protect watersheds
- Promote effective and coordinated land use management
- Diversify economic base to decrease reliance on major industry sectors and lessen the impacts of economic cycles
- Provide a globally competitive transportation system to provide for the safe and efficient movement of people and goods
- Coordinate land use and transportation investments to sustain efficiency and environmental quality
- Support transportation improvements that will enhance economic growth and development
- Provide sufficient and economical infrastructure services to accommodate future growth, including water supply, treatment and distribution, wastewater treatment and collection, solid waste management and telecommunications service
- Increase tourism visitation and expenditures
- Develop greenways and trails and encourage their use as an alternate transportation mode
- Protect and preserve recreational areas, historic resources, and mountain areas
- Protect and preserve the steep sloped mountain ridges that comprise significant views
- Protect and preserve water quality, wildlife habitat, and recreational resources of major river corridors
- Promote regional cooperation among law enforcement agencies to fight drug trafficking, to develop regional jail facilities, and to cooperate in emergency management

Human Services and Housing

- Improve the quality of local schools
- Improve the knowledge, skills, and abilities of the region's workforce
- Develop a coordinated service delivery system to meet the needs of senior citizens
- Improve access to primary care for underserved areas
- Preserve existing housing stock
- Increase the supply of affordable housing for the low income, elderly, and average wage earner
- Develop and expand infrastructure necessary for increased housing demand



region two development priorities

State Regional Advisory Council Economic Development Strategy

Goal of the Regional Advisory Council Planning Process

To identify the economic development priorities for the region in order to a) attract new business, b) support existing industry, and c) encourage entrepreneurship

Supporting Existing Industry

- Establish an “emergency response team” to handle large-scale layoffs and plant closings
- Explore the benefits of, and interest in, establishing a Regional Chamber of Commerce and Development Authorities Executives Council
- Target a minimum of five school districts to submit proposals for funding from the new state School-to-Career office
- Develop an on-going adult and youth leadership program in every county in the region
- Develop a standardized process for collecting and tracking information on visitors and tourists to the region
- Work with telecommunications companies and local counties and cities to identify existing telecommunications infrastructure and potential needs for the future
- Work with state legislators and state agencies to encourage new tax incentives for employers who allow telecommuting
- Promote the use of the Tennessee Valley Authority/Georgia Tech “Crossmatch Program” within our region as a way to help existing industry meet as many of their supplier needs within the region as possible

Attracting New Business and Industry

- Conduct a regional survey of out-commuters who would work closer to home if jobs were available
- Develop a regional marketing plan

New Business and Industry Start-Ups and Entrepreneurial Development

- Construct new business incubator sites in existing industrial parks

“Intelligrowth”

- Actively support the comprehensive planning process in each of our counties, using this process to collectively define a desired future for Northeast Georgia. Expand the process to include a “visioning” step with widespread community input.
- Assist communities in objectively evaluating economic development opportunities against infrastructure demands and quality of life issues such opportunities may create.

Banks

Dawson

Forsyth

Franklin

Habersham

Hall

Hart

Lumpkin

Rabun

Stephens

Towns

Union

White



The Georgia Mountains Regional Development Center has not yet completed a regional agenda.



region four development priorities

State Regional Advisory Council Economic Development Strategy

Goal of the Regional Advisory Council Planning Process

To identify the economic development priorities for the region in order to a) attract new business, b) support existing industry, and c) encourage entrepreneurship

Education and Workforce Development

- **Partnerships** - Establish a workforce task force or business-education alliance in each of the region's counties
- **Work Ethics** - Address work ethic concerns through surveys, enhanced communications among industries and educators, and new curriculums
- **Preparation** - Enhance Teacher-Counselor preparation and exposure to the modern workplace
- **Transportation** - Encourage all ten counties to participate in a van system to transport workers
- **Child Care** - Create at least two model child care facilities supported by industry
- **Image/Cultural Change** - Educate parents on benefits of technical education and enhance market image of technical schools, lifelong learning opportunities, and jobs in manufacturing industries

Infrastructure

- **Transportation** - Improve connectivity of Interstates 75 and 85; support the use of public transportation and track the efforts of Georgia Regional Transportation Authority (GRTA)
- **Water and Sewer** - Provide for the safe and efficient use of water resources and sewer capacity
- **Land Use Planning** - Improve tools necessary to promote functional and enforceable comprehensive plans and sound management of development
- **Telecommunications** - Provide local governments and developers with the tools to address the expansion of high-tech development within the region

Environment

- **Growth Impacts** - Work closely with GRTA to ensure the environment, quality of life, and natural resources are considered with future growth and development of Region Four
- **Water Resources** - Impose stronger guidelines and penalties for sewage overflow and lake pollution; monitor water allocation negotiations to ensure adequate supply

Butts

Carroll

Coweta

Heard

Lamar

Meriwether

Pike

Spalding

Upson

Chattahoochee-Flint Regional Development Center / McIntosh Trail Regional Development Center Joint Regional Agenda

Goal of the Regional Development Center Comprehensive Planning Process

Regional planning provides an opportunity to identify problems and opportunities that are evident from a regional perspective and to focus on issues that are beyond the abilities of individual local governments to address. The completed regional plans should be used to coordinate the activities of the regional development center, local governments, public agencies, and other parties in the region in furtherance of mutually agreed upon regional goals and objectives. The regional plan will also be used to evaluate local comprehensive plans, local implementation activities, and developments of regional impact for consistency with the agenda for the region.

Economic Development, Land Use, Public Facilities, Infrastructure, Natural and Historic Resources

- Improve small business development and exporting
- Improve awareness and accessibility of financing mechanisms designed to support small business development and retention
- Ensure the adequacy of public facilities and services needed to sustain projected industrial growth
- Improve the diversity of the region's industries and ranges of employment
- Develop adequate telecommunications infrastructure for advanced industries
- Ensure adequacy of local public transportation systems
- Improve regional communication/planning for road infrastructure
- Ensure adequacy of solid waste disposal and recycling programs
- Maintain quality of water supply watersheds
- Preserve and protect the region's wetland areas, scenic areas, and endangered species
- Protect and revitalize historic downtown areas
- Recognize and develop tourism through utilization of historic and natural resources
- Improve implementation and management of local erosion and sediment control programs
- Improve river corridor protection
- Improve recognition of potential areas of multi-jurisdictional cooperation in local comprehensive plans
- Improve management of suburban sprawl from metropolitan Atlanta
- Promote stronger "nodal" patterns of development; reduce proliferation of strip development
- Develop resolutions for local spot zoning and incompatible land uses
- Develop growth patterns and future land use strategies consistent with infrastructure plans
- Improve decision-maker awareness of land use planning and property rights issues

Human Services and Housing

- Ensure quality of the local school environment
- Maintain sufficient worker support programs for child care and elderly care
- Review specifications for septic tanks in local ordinances
- Reassess future land use patterns with adequate infrastructure plans
- Develop consistency in local regulations for manufactured housing
- Improve availability for quality affordable housing, particularly for single parent families and the elderly
- Ensure quality of local housing standards
- Improve local government means for addressing declining and substandard housing



region five development priorities

State Regional Advisory Council Economic Development Strategy

Goal of the Regional Advisory Council Planning Process

To identify the economic development priorities for the region in order to a) attract new business, b) support existing industry, and c) encourage entrepreneurship.

Overall Goal of the Council: Creation of a Framework for Regional Decision-Making

To foster local collaboration, a regional development strategy, and coordination of state funding and policy initiatives in support of community and economic development.

Infrastructure

- Create a new method of state funding to expand local and regional existing water and sewer capacity
- Inventory, develop, and implement a regional transportation plan and board
- Establish more local support and state investment for mega sites, multi-county sites and technology parks

Workforce

- Assess needs for workers among new and existing industry
- Increase facilities and funding for programs to increase skills, coordination between technical and high school with results oriented measures

Leadership

- Coordinate, develop, and improve regional leadership training
- Develop and improve local and state relationships through improved coordination
- Implement and improve regional partnerships among intergovernmental agencies
- Improve perceptions of local officials
- Identify resources to support RDC and other entities
- Identify and develop new leaders and engage citizens in decision-making process

Athens/Clarke

Barrow

Elbert

Greene

Jackson

Jasper

Madison

Morgan

Newton

Oconee

Oglethorpe

Walton

Northeast Georgia Regional Development Center

Regional Agenda

Goal of the Regional Development Center Comprehensive Planning Process

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Economic Development, Land Use, Public Facilities, Infrastructure, Natural and Historic Resources

- Develop a regional transportation plan comprising thoroughfares, passenger rail, rural transportation, and other modes.
- Develop a service plan for major development nodes including key sites, utilities services, development partners, and methods for sharing benefits across governmental boundaries
- Develop a regional water supply plan including interconnections among systems
- Develop a regional river corridor plan focused on open space, recreational access, habitat protection, and inter-jurisdictional greenways; facilitate development of greenways
- Encourage multi-jurisdictional watershed planning to address watershed protection, surface water assessment, permitting, total-maximum-daily-load development, and other water quality issues
- Continue Alcovy River Basin Watershed Protection
- Aggressively market GIS as a development and planning tool to development partners
- Provide technical assistance for GIS and spatial data projects for local governments
- Conduct regional inventory and assessment of economic development database
- Facilitate cooperation to address issues connected with designated target areas
- Provide technical assistance and education to local governments for natural resource protection
- Develop a regional economic development benchmark plan to set goals and to give local governments a means to measure success in economic development
- Complete Highway 316 Impact Study and Plan
- Develop a regional natural habitats plan, regional scenic areas plan, and regional recreation plan
- Develop a regional industrial and tourism marketing plan for presentation to DITT and DCA
- Continue office support for Upper Oconee Basin Water Authority and North East Georgia Solid Waste Authority
- Develop a directory of regional museums and other historic sites to publicize collections, displays, events, and hours of operation to add to RDC website
- Provide historic preservation technical assistance and continue RDC Historic Preservation web site to promote sites and programs
- Coordinate and cooperate with the U.S. 441 Heritage Corridor project to develop tourism
- Assist in planning and coordination of TEA-21 projects that involve historic resources, multi-use facilities, scenic preservation and transportation aesthetics
- Coordinate and provide technical assistance to the Civil War Commission in developing Heritage Trails
- Continue to review and respond to early coordination requests for Department of Transportation on historic preservation
- Identify demonstration project for 2-4 counties to identify critical forest land for economic value, water quality, and other purposes

Human Services and Housing

- Conduct a regional conference on affordable housing needs and the impacts of growth



region six development priorities

State Regional Advisory Council Economic Development Strategy

Goal of the Regional Advisory Council Planning Process

To identify the economic development priorities for the region in order to a) attract new business, b) support existing industry, and c) encourage entrepreneurship.

Agribusiness

- Conduct a targeted industry study for the food processing industry
- Determine how waste can be utilized; investigate substitute for fiber products
- Conduct a marketing study for the Georgia National Fairgrounds and Agri-Center
- Conduct a public awareness campaign
- Investigate alternative farming crops, vertically integrated processing, and value-added enterprises

Education

- RAC members representing the seven counties not participating in the Certified Literate Community Program committee to initiate the program in each of their respective counties

Transportation

- Improve the region's overall transportation system
- Enhance knowledge and awareness of local elected officials on transportation issues and projects
- Establish a regional forum for transportation planning

Robins Air Force Base

- Enhance public awareness and political support
- Support the 21st Century Partnership
- Improve public safety, provision of medical care, public transportation, and supply of affordable housing around the Base
- Coordinate all support efforts

Water and Sewer

- Encourage cooperation between local governments and authorities to form multi-jurisdictional infrastructure entities
- Stay abreast of issues related to water and sewer through work with Association County Commissioners of Georgia (ACCG) and work with state legislators and agencies to enhance funding for regional infrastructure
- Promote a forum to focus on the protection of ground and surface water resources

Tourism

- Consider combination of various development entities to produce a more targeted marketing effort
- Educate the public on the importance of tourism marketing and tourism product development
- Support local tourism projects and initiatives

Baldwin

Bibb

Crawford

Houston

Monroe

Jones

Peach

Pulaski

Putnam

Twiggs

Wilkinson

Middle Georgia Regional Development Center

Regional Agenda

Goal of the Regional Development Center Comprehensive Planning Process

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Economic Development, Land Use, Public Facilities, Infrastructure, Natural and Historic Resources

- Enhance cooperation between entities to locate facilities and services
- Develop multi-jurisdictional authorities for water and wastewater; broaden joint authority legislation
- Provide oversight and controls on density of developments in areas not served by infrastructure to safeguard public health and environmental quality
- Assist with successful implementation of regional projects
- Expand usage of current mapping technology and digital information systems to provide greater access to information and to better meet needs of local governments and authorities
- Complete the Fall Line Freeway
- Improve secondary road access to major highways, including four-laning where necessary
- Facilitate traffic where needed by construction of by-passes while limiting local impact
- Provide for future solid waste disposal needs in cost effective and efficient manner
- Increase available options for solid waste disposal
- Direct growth to areas served by water, sewer, and roads. New commercial, industrial, and residential growth should, where possible and practical, occur first in areas currently served by infrastructure
- Develop mechanisms for the construction of multi-jurisdictional industrial parks
- Encourage utilization of existing industrial parks
- Encourage and increase small business growth and development
- Provide support for industrial authorities, joint development authorities, and downtown development authorities so that each may be better able to accomplish its mission
- Establish and/or improve existing industry programs; develop ancillary industry program based on existing industry
- Protect and conserve water resources on a regional scale
- Encourage enforcement of land development regulations to protect water supply
- Develop compatible land development ordinances across the region
- Protect the region's historic resources

Human Services and Housing

- Provide the existing workforce and those entering the workforce with the skills required by both new industries and existing industries looking to expand
- Provide transportation to workforce development educational training facilities
- Affect the widespread rehabilitation of substandard affordable housing



Augusta/Richmond

Burke

Columbia

Glascok

Hancock

Jefferson

Jenkins

Lincoln

McDuffie

Screven

Taliaferro

Warren

Washington

Wilkes

region seven development priorities

State Regional Advisory Council Economic Development Strategy

Goal of the Regional Advisory Council Planning Process

To identify the economic development priorities for the region in order to a) attract new business, b) support existing industry, and c) encourage entrepreneurship

Regionalism/Leadership

- Identify opportunities for the expansion of business
- Target technology expansion and training
- Utilize the RDC's capabilities and use the RDC to expand existing industry councils
- Catalog and rank sites in the region and market to economic developers
- Develop a workforce marketing program
- Fully utilize tax incentives
- Conduct regular regional meetings with industrial development authorities, counties, and statewide leaders
- Organize three-to-four county efforts for downtown, multiple-use, business incubators
- Provide enhanced local financial support to development efforts

Infrastructure

- Pursue transportation improvements
- Develop regional water, sewer, and solid waste system planning
- Develop enhanced technology support infrastructure
- Strengthen regional health care services
- Continue industrial park development
- Solicit business opportunities from metropolitan Atlanta
- Develop business sites
- Enhance local government support and service to industrial sites
- Coordinate with state associations of local governments to enhance support
- Institutionalize venture capital funds

Workforce Development

- Enhance K-12 education
- Support and enhance School-to-Work initiatives
- Expand support of P-16 Council
- Support and promote post-secondary programs and institutions
- Identify additional funding streams
- Enhance work ethics
- Enhance and promote on-site training
- Promote collaborative efforts among business and education
- Improve entrepreneurial training and opportunities

Central Savannah River Area Regional Development Center

Regional Agenda

Goal of the Regional Development Center Comprehensive Planning Process

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Economic Development, Land Use, Public Facilities, Infrastructure, Natural and Historic Resources

- Promote infill development, efficient use of existing infrastructure, and preservation of open space
- Enhance multi-jurisdictional cooperation in development of ordinances and regulations and sharing of enforcement costs
- Diversify economic base while ensuring continued health of existing industries in manufacturing, health services, Federal civilian labor, and kaolin mining
- Ensure full protection and appropriate utilization of key natural resources: the Floridan Aquifer, mineral resources (especially kaolin), the Augusta Canal, and the Savannah River
- Complete preservation and maintenance plans for courthouses and other public buildings on the National Register
- Complete historic resources survey
- Enhance downtown revitalization efforts
- Utilize comprehensive plan land use scenarios and target area plans to assist in minimizing impacts of growth in rapidly developing areas
- Develop land use ordinances with more attention to design and pedestrian orientation
- Educate the public about the benefits of good land use planning
- Utilize environmentally sensitive areas as amenities to promote quality of life in the region
- Expand multi-jurisdictional cooperation to improve the quality and availability of water, sewer, solid waste, jail, and inspection services
- Sustain or increase state grant funds to the region for public facility improvements
- Support the expansion and construction of major transportation routes

Human Services and Housing

- Build public-private partnerships to improve the educational attainment levels needed for development
- Ensure that adequate facilities and services are provided the mentally ill and for youth advocacy programs
- Enhance workforce development efforts
- Encourage the development of affordable housing



Chattahoochee

Clay

Columbus/Muscogee

Crisp

Dooly

Harris

Macon

Marion

Quitman

Randolph

Schley

Stewart

Sumter

Talbot

Taylor

Webster

region eight development priorities

State Regional Advisory Council Economic Development Strategy

Goal of the Regional Advisory Council Planning Process

To identify the economic development priorities for the region in order to a) attract new business, b) support existing industry, and c) encourage entrepreneurship

Workforce Development

Develop a trained and trainable workforce focused on existing business needs and expand students' knowledge of career choices

- Establish a Career Awareness Academy for teachers
- Increase the number of classroom visits by members of the business community; develop a regional speakers' bureau
- Inventory existing businesses on what skills are needed

Increase high school and post secondary education on work ethics and expand dropout prevention efforts

- Inventory youth leadership programs
- Implement school-business-community partnership to increase parental involvement in schools.
- Inventory and survey dropout prevention programs; conduct business and industry roundtable to discuss strategies
- Develop contract with businesses to reward completion of a high school diploma or GED and lobby for tax credits for participating businesses

Reduce Social and Economic Dependence in the Southern Black Belt

Infrastructure

- Provide a toolkit on speculative building finance to development organizations within the region

Transportation

- Develop a corridor task force to support the completion of U.S. Highway 19 and the actions of the Highway 27 Association
- Hold a regional transportation summit

Business Environment

- Create collaboration of local government, community, and economic development partners with forums held on a regional basis
- Develop small business toolkit
- Conduct tourism resources assessment



The Middle Flint Regional Development Center has not yet completed a regional comprehensive plan agenda. The Lower Chattahoochee Regional Development Center's regional comprehensive plan agenda will be combined with the Middle Flint agenda, upon its completion, to reflect the comprehensive plan agenda for Region Eight.



region nine development priorities

State Regional Advisory Council Economic Development Strategy

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To identify the economic development priorities for the region in order to a) attract new business, b) support existing industry, and c) encourage entrepreneurship

Economic Development

- Enhance leadership training and development
- Increase economic development training for local leaders and community volunteers
- Increase community awareness about economic development
- Assess needs and expansion potential of existing industries
- Promote regional partnerships and cooperation in project development, marketing, and information sharing
- Target recruitment efforts toward suppliers to existing industry and other industries as identified by market research
- Upgrade the region's communication infrastructure

Workforce Development and Education

- Improve work ethics and decrease high school dropout rates
- Increase technological training and literacy
- Increase exposure to career opportunities

Transportation/Infrastructure

- Encourage the completion of the Governor's Road Improvement Program
- Support the expansion and further development of the nine airports in the region
- Encourage passenger rail service through Region Nine from Macon to either Savannah or Jesup

Appling

Bleckley

Candler

Dodge

Emanuel

Evans

Jeff Davis

Johnson

Laurens

Montgomery

Tattnall

Telfair

Toombs

Treutlen

Wayne

Wheeler

Wilcox



The Heart of Georgia-Altamaha Regional Development Center has not yet completed a regional comprehensive plan agenda.



region ten development priorities

State Regional Advisory Council Economic Development Strategy

Goal of the Regional Advisory Council Planning Process

To identify the economic development priorities for the region in order to a) attract new business, b) support existing industry, and c) encourage entrepreneurship

Transportation

Encourage the state to fund and complete key transportation projects

- Support and promote a user fee as a viable funding source by initiating a committee to prepare a user fee marketing plan
- Gain statewide support for the user fee
- Appoint a designee to the RDC transportation committee to coordinate information and initiatives

Improve local airports to accommodate corporate aircraft

- Identify and assess needs of airports to meet standards
- Locate sources of funding for proposed improvements
- Support airports in expansion efforts

Agriculture and Agri-Business

Promote Southwest Georgia as regionally minded, viable, accessible, and available to continue to do business, to locate business, or to develop a business

- Develop a comprehensive marketing strategy
- Mobilize business and industry to develop and implement marketing strategy that brokers products and services to other Georgia businesses
- Design, implement, and distribute a marketing video

Workforce Development

Help foster a streamlined approach to education and training services to meet the needs of new and existing businesses and industry

- Review and research current regional data on demographics, education, and training programs
- Form a committee of professionals to seek to ensure workforce development activities in the region are heralded with a collective voice and needs for training and education partnerships are addressed by all regional bodies
- The RAC workforce development committee will recruit Chambers of Commerce, personnel from secondary educational institutions, and business and industry partners to participate in Groundhog Job Shadow Day 2000
- Support and promote efforts to establish or enhance youth leadership programs in each county
- Research, coordinate, and facilitate the acquisition of a regional youth leadership facility to be utilized by leadership programs

Baker

Calhoun

Colquitt

Decatur

Dougherty

Early

Grady

Lee

Miller

Mitchell

Seminole

Terrell

Thomas

Worth

Southwest Georgia Regional Development Center

Regional Agenda

Goal of the Regional Development Center Comprehensive Planning Process

Regional planning provides an opportunity to identify problems and opportunities that are evident from a regional perspective, and to focus on issues that are beyond the abilities of individual local governments to address. The completed regional plans should be used to coordinate the activities of the regional development center, local governments, public agencies, and other parties in the region in furtherance of mutually agreed upon regional goals and objectives. The regional plan will also be used to evaluate local comprehensive plans, local implementation activities, and developments of regional impact for consistency with the agenda for the region.

Economic Development, Land Use, Public Facilities, Infrastructure, Natural and Historic Resources

- Create a diverse economy resistant to the down cycles of individual sectors and improve the overall economies of the target area; thereby, increasing the well being of its residents
- Increase provision of adequate financial capital for small business development
- Increase awareness and use of local business start-up and development training services
- Expand employment opportunities in existing business enterprises and increase exports
- Capitalize on the region's natural, historic, and cultural resources; expand the tourism sector
- Integrate historic preservation and tourism development within economic development goals and educate youth on importance of history, preservation, and culture
- Fully utilize technology to increase business opportunities throughout the region and promote regional economic development initiatives through collaboration and leveraging of resources
- Revitalize historic main streets through application of preservation planning tools and strategic marketing with regional themes
- Promote the best management and sustainable use of the region's water resources
- Protect sensitive natural environments, species, and resources; increase collaboration among agencies
- Increase protection of designated Part V river corridors and promote regional flood management planning
- Identify and protect historic resources, strengthen preservation programs, and enhance knowledge and understanding of historic resources tools and techniques by local government officials and development organizations
- Increase utilization of publicly owned historic resources
- Promote adequate facilities, infrastructure, and programs for intermodal transportation, water and sewer, telecommunications, public safety, recreation, and libraries
- Promote efficient delivery of general government services

Human Services and Housing

- Enhance skills development and reduce the percentage of residents with incomes below the poverty level
- Improve coordination between human service agencies, the educational community, and the business community in workforce development and welfare support services
- Increase activities designed to reduce the number of teen pregnancies and provide additional support for single heads of households
- Improve educational attainment levels and promote excellence in education
- Increase the supply of safe, adequate, and affordable housing for the special needs population
- Generate a property tax base which supports the provision of needed services
- Increase the supply of housing which remains in standard condition and preserve the quality of neighborhood and community life
- Increase availability of technical assistance related to housing development programs and the number of housing and community development agencies and improve partnerships



region eleven development priorities

State Regional Advisory Council Economic Development Strategy

Goal of the Regional Advisory Council Planning Process

To identify the economic development priorities for the region in order to a) attract new business, b) support existing industry, and c) encourage entrepreneurship.

Workforce Development

- Develop a “best practices” inventory of regional and statewide workforce development programs to be introduced, with expectancy of implementation, in the region
- Coordinate and conduct affordable housing workshops, including homebuyer education, credit counseling, zoning and land use regulations

Leadership Development

- Develop ongoing community leadership programs in the region, targeting those counties that have never had a leadership program or have not had one in the past five years
- Develop and implement community youth leadership programs
- Develop and implement a regional leadership program

Infrastructure, including Transportation

- Conduct a regional public transportation workshop intended to increase awareness of public transportation in rural areas
- Coordinate a regional transportation seminar and support the Regional Planning Organization (RPO) concept
- Adopt a resolution to support completion of the Governor’s Road Improvement Program by 2010
- Conduct a regional telecommunications workshop responsible for increasing awareness of telecommunications infrastructure and applications

Atkinson

Bacon

Ben Hill

Berrien

Brantley

Brooks

Charlton

Clinch

Coffee

Cook

Echols

Irwin

Lanier

Lowndes

Pierce

Tift

Turner

Ware



The Southeast Georgia Regional Development Center has not yet completed a regional comprehensive plan agenda. The South Georgia Regional Development Center's regional comprehensive plan agenda will be combined with the Southeast agenda, upon its completion, to reflect the comprehensive plan agenda for Region Eleven.



Bryan

Bulloch

Camden

Chatham

Effingham

Glynn

Liberty

Long

McIntosh

region twelve development priorities

State Regional Advisory Council Economic Development Strategy

Goal of the Regional Advisory Council Planning Process

To identify the economic development priorities for the region in order to a) attract new business, b) support existing industry, and c) encourage entrepreneurship

Workforce Development

- **Work Ethic** - Develop school and work ethic program, establish a parent advisory committee, and interact with business community
- **Basic Literacy** - Reduce dropout rate, better prepare teachers for elementary school, and identify alternative methods of education
- **Perception** - Educate parents and educators, utilize news media for positive news articles, and target career areas

Leadership

- **Identify state, regional, and local leadership programs** - Inventory programs and mentor to counties without active leadership programs
- **Grow and sustain leadership throughout the region** - Produce media packages for existing leadership programs, hold regional meeting for all local chairmen of leadership programs, and develop advanced regional leadership program
- **Build coalition for regional leadership class** - Identify leadership alumni and create committee for regional leadership

Infrastructure

- **Telecommunications** - Create regional telecommunications master plan for modern service to rural areas and identify rural needs
- **Transportation**
 - Develop regional transportation master plan
 - Establish a regional transit authority and enhance multi-modal transportation in the region
 - Network sidewalks with school systems
 - Develop regional plan for showing airport, rail, highway, and port facilities
- **Environmentally Sensitive Areas** - Develop unified and prioritized list of sensitive areas and seek local, state, and federal funding to acquire land
- **Solid Waste/Water Management Plan** - Develop regional plan for solid waste and water management

Coastal Georgia Regional Development Center

Regional Agenda

Goal of the Regional Development Center Comprehensive Planning Process

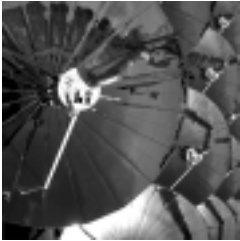
Regional planning provides an opportunity to identify problems and opportunities that are evident from a regional perspective and to focus on issues that are beyond the abilities of individual local governments to address. The completed regional plans should be used to coordinate the activities of the regional development center, local governments, public agencies, and other parties in the region in furtherance of mutually agreed upon regional goals and objectives. The regional plan will also be used to evaluate local comprehensive plans, local implementation activities, and developments of regional impact for consistency with the agenda for the region.

Economic Development, Land Use, Public Facilities, Infrastructure, Natural and Historic Resources

- Coordinate economic development initiatives with a variety of development entities
- Create employment opportunities for persons with specialized skills and post-secondary education
- Protect and maintain the quality and quantity of regional water resources
- Protect river corridors in developing urban areas
- Provide management strategies to preserve and protect water resources
- Coordinate the development and expansion of a viable telecommunications infrastructure
- Protect the scenic views and vistas from incompatible uses and degradation
- Establish and expand programs for land use regulation, code enforcement, and building inspection
- Protect the long term viability of the Floridan and surficial aquifers from salt water intrusion
- Promote the preservation of historic resources
- Promote the preservation and revitalization of downtowns
- Provide public sewage treatment capabilities to developing areas
- Promote efforts to reduce solid waste tonnage
- Provide regional solid waste management alternatives to achieve reduction goals at reduced costs
- Provide additional cultural and recreational opportunities in rural areas
- Improve transportation networks within counties and within the region
- Reduce negative impacts to the environment by the exercise of care in the location, design, and construction of transportation facilities
- Reduce negative impacts to the environment by properly managing residential growth
- Improve governmental cooperation in land use planning and the delivery of services
- Protect identified “target areas” with sound development strategies

Human Services and Housing

- Provide affordable housing options for low-to-moderate income persons
- Adopt and enforce building codes throughout the region
- Promote equitable taxation policies to promote home ownership
- Promote the safe placement of manufactured housing units
- Promote sustainable growth principles within residential development throughout the region
- Improve educational attainment levels
- Promote increase in per capita income
- Promote re-education and customized skill training opportunities



Department of Community Affairs Follow-Up Activities STATEWIDE

Telecommunications

While only a few regions specifically identify telecommunications as a priority for development, DCA, in consultation with several public and private sector experts, decided to undertake a statewide initiative, focused on rural areas, to assist communities in understanding and addressing telecommunications challenges.

Telecommunications Curriculum

Under a contract with DCA and with the advice of a telecommunications stakeholders' group including public and private service providers, Association County Commissioners of Georgia (ACCG), Georgia Municipal Association (GMA), and DITT, Georgia Tech's Economic Development Institute (EDI) has developed a telecommunications curriculum for the Georgia Academy of Economic Development to better educate local officials and development organizations about telecommunications applications, infrastructure, and decision-making that impacts economic development.

Regional Forums on Telecommunications and Rural Development

Beginning in the spring of 2000, EDI will initiate the second phase of DCA's contract, again with the advice of a telecommunications stakeholders' group, to hold intense one-day sessions on telecommunications development for technical leadership and public and private sector partners at the local level. These forums will focus on needs in rural and under-served areas and involve multiple regional and statewide telecommunications service providers and regulators.

Assessment Tool

The third objective of DCA's contract with EDI is to develop an assessment tool to assist communities in identifying local telecommunications applications needs, service objectives for public and private sector users, and strategies to accomplish their goals. EDI's regional staff will work together with state regional development staff to assist communities in their efforts beginning in 2000.

Corridor Management

Development Patterns along Major Transportation Corridors

Pursuant to regional staff involvement with local governments, universities, development organizations, and Regional Advisory Councils interested in protecting and enhancing major transportation corridors, DCA has engaged GRTA, DOT, and The Atlanta Regional Commission (ARC) to coordinate land use development planning and priorities with transportation corridor enhancements.

Conservation and Tourism along River Corridors

DCA has stepped up its efforts with Department of Natural Resources (DNR), Environmental Protection Division (EPD), U.S. Environmental Protection Agency (EPA), the Trust for Public Land, the Nature Conservancy, and DITT's Tourism division to design and implement comprehensive river corridor protection and management strategies.

Rural Development

Staff Research and Communications Support

Regional staff will serve the State's Rural Development Council as liaisons for the identification of regional development challenges, best practices, and economic opportunities for rural areas. The Regional Advisory Councils will consider regional implications of statewide proposals to better promote quality development in rural areas. DCA staff will also help coordinate Rural Development Council research activities.

Training and Leadership

Georgia Academy for Economic Development

At the request of the Georgia Academy for Economic Development, DCA regional staff were trained and assigned responsibility for coordination of at least one multi-day Academy program in their region. These sessions often generate new partnerships, projects, and ideas which require regional staff assistance and follow-through.

Fanning Leadership Programs

At the request of The University of Georgia, DCA regional staff are assigned to assist at least one community in their region to develop a local leadership program. In many cases, this involves both youth and adult training to better enable local leaders, and burgeoning leaders, to meet development challenges.

Community Housing Initiatives

Collaborative Approaches for Workforce Housing Development

Regional staff will be working closely with DCA's Housing Finance Division to address the housing needs of the rural workforce. Community-based initiatives involving a multitude of public and private sector partners are already underway in a number of regions utilizing innovative gap financing and buyer pre-qualification. Staff will be working with ACCG and GMA on local property tax issues impacting affordable housing development, USDA on migrant farmworker housing needs, and lenders on improved utilization of financing and development tools.

Regional Economic Development

Enhanced Training and Hands-on Service

DCA's Business and Financial Assistance Division, with the assistance of the regional staff, will hold a series of multi-regional workshops on a wide range of economic development financing and technical assistance programs. Regional staff will work with local governments and development authorities to identify and develop projects for DCA's Regional Assistance Program and will continue to provide assistance to communities engaged in the Business Retention and Expansion Program. DCA will continue to make funds available for priority projects on the RDCs' regional agendas.

Downtown Revitalization

Economic Restructuring

Regional staff will assist Better Hometown cities and other downtowns in developing a wide range of re-investment strategies including façade restoration, streetscape improvements, small business assistance, local incentive programs, and clean-up programs. In addition, staff will provide hands on technical assistance with infill development, adaptive reuse, innovative land use regulation, ordinance/administrative procedure, and other tools for enhancing Georgia's downtowns.

Planning Coordination

RAC - RDC Collaboration

The regional comprehensive plan agenda must be reviewed and updated on an annual basis. DCA initiated RAC review of RDC agendas in March of 1999 and will require all RDC agendas to be reviewed, amended if necessary, and approved by the RACs in April of 2000. The review process will help to ensure consistency among the state's economic development efforts and the regional identification of the comprehensive set of development challenges and opportunities as identified by the RDC.



Department of Community Affairs Follow-Up Activities At the REGIONAL Level

Region One

Growth Management

DCA has presented the Regional Advisory Council with a \$50,000 challenge grant, to be matched by at least \$25,000 in local funds, for the implementation of the growth management effort designed by the RAC. Contract work will be overseen by the Growth Management Committee of the RAC with assistance of DCA staff. Staff will coordinate corridor management plans with the federally funded corridor plans for high-speed rail.

Infrastructure

Staff will take a lead role in coordinating with the RDCs on implementation of DCA's contract for a Regional Water Council to identify and resolve water supply and quality issues with major users, providers and regulators. Staff will also assist in the development of a regional solid waste plan and proposals for multi-jurisdictional jails.

Region Two

Leadership

Staff will take a lead role in developing on-going adult and youth leadership programs, developing a standardized process/format for collecting and tracking information on visitors/tourists to the region and exploring costs and benefits of offering tax incentives to employers who allow telecommuting for appropriate job positions.

Community Visioning and Marketing

Staff will work with the RAC and RDC in supporting the Comprehensive Planning Process in each county, using this process to collectively define a desired future for Northeast Georgia. In addition staff will work to design and implement a "Visioning" process for the community with broad citizen input. Staff will also take a lead role in developing a "Regional Marketing Plan."

Economic Development

Regional staff will work to assess the feasibility for small business incubators in two locations in the region and identify funding sources.

Region Four

Environment and Infrastructure

Staff will assist the Environment and Infrastructure committees in assessing the negative impacts of growth on the region's water supply and air quality.

Region Five

Leadership

Staff will work to implement leadership strategies of the RAC, including the establishment of a regional leadership academy.

Development along Transportation Corridors

Staff will continue to support on-going efforts related to planning and development along Hwy 316, the Heritage 441 Corridor, Scenic Byways and other major transportation corridors throughout the region. Staff will also support the Jasper-Newton-Morgan-Walton Joint Development Authority in the development of a jointly-financed industrial/hi-tech park.

Regional Inventory Asset Map

Staff will work with RDC to develop an inventory of regional assets including major infrastructure, tourism and cultural facilities to be used in analysis of regional strategies and priorities.

Region Six

Infrastructure and Transportation

Staff will work to establish a regional transportation task force and work with the RDC to coordinate regional transportation planning efforts. Staff will also identify opportunities for multi-jurisdictional water and sewer authority funding and management. Staff will also work to educate and raise awareness in the region on air quality issues.

Robins Air Force Base

Staff will work with the 21st Century Partnership, as needed, to encourage support for Robins Air Force Base throughout the region.

Region Seven

Home Buyer Credit

Coordinate housing efforts with consumer counseling agencies so that regional residents are prepared to seriously pursue DCA, USDA, and other housing programs.

Small Cities

Staff will assist cities not participating in formalized programs such as Better Hometown and Main Street, to incorporate the concepts of the Better Hometown Program into their economic revitalization efforts.

Leadership

Develop leadership programs in the four least-developed counties in the region.

Region Eight

Workforce Housing

Staff will work with the City of Lumpkin and Stewart County to create housing and increase home ownership for local government and prison employees.

Leadership

Staff will work to establish leadership programs in Chattahoochee, Marion, Schley, Taylor and Webster Counties.

Business Environment

Staff will assist with compilation of small business tool kit and tourism resources assessment.

Region Nine

Transportation

Staff will develop a series of information sessions for 1) the RAC and area legislators to discuss development concerns, 2) the RAC Transportation committee and area DOT Board members to identify priorities and improvements for the GRIP program, to identify funding available for airport improvements, and to discuss possible rail extensions from Macon to Savannah or Brunswick.

Workforce Housing

Staff will continue to work with Helena, McRae and Telfair County to finalize plans for a 50 lot subdivision and necessary infrastructure for employees at the Wheeler Correctional Facility and Wilcox and Telfair State Prisons.

Leadership

Staff will continue to work with Wheeler County Chamber of Commerce and Community Forum in reviewing the County Charter, adopting a plan for single-family housing development, and revitalizing the downtown communities of Glenwood and Alamo.

Region Ten

Transportation

Staff will assist the RAC committee in researching the user fee concept, identifying and assessing airport needs and support expansion efforts through identification of funding opportunities, and coordination with the RDC in transportation planning efforts.

Region Eleven

Leadership

Working with the RAC, staff from the Fanning Institute, and in coordination with the Georgia Academy of Economic Development, staff will develop and implement a pilot regional leadership program.

Workforce Housing

Staff will continue efforts to educate local governments and citizens on home ownership and single-family housing development.

Region Twelve

Leadership

Staff will work to implement leadership strategies of the RAC, including the development and marketing of community leadership programs and an advanced leadership program.

Altamaha River

Staff will continue to work with the ten counties along the Altamaha River, Region Nine staff, and numerous agencies and organizations involved in preservation to promote eco-tourism and small business development.

Photographs courtesy of Dr. Roy Burke, DCA staff and the Georgia Department of Industry, Trade and Tourism.

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